NDC PARTNERSHIP

MEMBER PERSPECTIVES ON THE NDC PARTNERSHIP'S COUNTRY ENGAGEMENT PROCESS

REPORT OF KEY FINDINGS

August 2018

1. Introduction

This NDC Partnership Member consultation event was held on 30 August 2018, in Bangkok; with representation from 16 Member Countries including Colombia, Dominican Republic, Gabon, Jordan, Mali, Marshall Islands (RMI), Mongolia, Morocco, Pakistan, Peru, Philippines, Rwanda, São Tomé and Príncipe (STP), Uganda and Vietnam. Thailand joined as an observer. *See Annex 1 for delegate list.*

Observing Institutional Partners and Development Partners were Germany (represented by GIZ), GIZ China, IGES, Sweden, WRI, UNDP, UN Environment and WWF. The focused half-day session was moderated by an external facilitator, working with Mr Alex Mulisa from the Rwanda delegation. The event was hosted by the NDC Partnership Support Unit Global Director, the Country Engagement Director and five Members of the Support Unit.

Objectives of the workshop

The aim of the consultation event was to share Member perspectives on the NDC Partnership's Country Engagement Process. *See Annex 2 for full agenda.* The session objectives were to: identify NDC Partnership progress highlights to date; analyse enabling and hindering factors in the CE process; share lessons around country experience in developing and implementing country partnership plans; and reflect on facilitation models adopted in different national contexts.

Approach

Informal experience-sharing sessions in group settings generated free-flowing discussion around what is working in respect of the Country Engagement (CE) process and bottlenecks faced. Members were invited to give prior consideration to the key messages from their national context, and nominated Members came ready to share their experience and lessons on specific stages of the country engagement process.

The event opened with a screening of the Partnership animation, by Mr Pablo Vieira Global Director of the Support Unit to the NDC Partnership. Mr Vieira gave an update on the state of play of the Partnership, covering its objectives, guiding principles, Members and progress of the three pillars: *Country Engagement, Knowledge and Finance*; concluding with an overview of the work programme.

2. Consultation Results

Snapshot of Partner perspectives

In an online poll (see full poll data in Annex 2), Members identified:

- ***Internal government coordination and balancing priorities*** as the two most significant challenges for NDC implementation
- ***Buy in from sectoral, finance and/or planning ministries*** as the most significant challenge in NDC coordination.
- ***Business case/bankability of climate projects*** and ***technical capacity to develop proposals***, as the key bottlenecks in attracting finance
- ***Accelerating implementation efforts via Partnership Plans*** and ***leveraging resources*** as the top opportunities in engaging with the NDC Partnership.

Rwanda has high national expectations around resource mobilization

Finance at scale is needed and requires support for feasibility studies that inform bankable project proposals, implementation, and reliable M&E leading to accountability. NDC Partnership is supporting Rwanda to develop a Partnership Plan that will strengthen coordination between the Ministry of Environment, Ministry of Finance and Economic Planning on one hand and other national stakeholders, on the other hand.

"With NDCP, we're looking at two critical issues: coordination and how data can inform bankable projects for implementation."

Rwanda, the Dominican Republic and Pakistan countries were invited to open the floor by sharing their Country Engagement 'stories'.

The Dominican Republic is dealing with the complexity of inter-sectoral coordination
In DR, the Partnership is a supporting platform for synergies between agencies. The challenges relate to duplication of sector efforts and development partner relationships. All agencies have been brought together around this one plan and are now working together to implement it.

"NDCP is a platform for us to bring visibility into ongoing work and ensure we're addressing gaps and duplication… We joined October last year and we're moving forward so fast we can't believe it."

Pakistan seeks to manage sector expectations around resource mobilization.
It is important not to set up false expectations by countries thinking that approving and ratifying the Partnership Plan will lead automatically to climate funding. The Partnership can facilitate the conversation between governments and MDBs but cannot guarantee the dispersal of these funds.

"There is strong political will for implementation but there is a deficit in human, financial and technical capacity. Bankability is an issue due to technical capacity… The Partnership has helped the Ministry of Climate Change realize that it must play a much stronger role in providing stewardship to this process."

Key findings

- ➔ In terms of mobilizing support there are large gaps for undertaking feasibility work, as highlighted by Rwanda. The CE process offers scope to identify and plug the gaps.
- ➔ Ways to leverage Partnership resources to build capacity must be further explored as requested by Pakistan.
- ➔ Fragmentation exists not only at government level but also at donor level, resulting in duplication of efforts. In the case of Pakistan three different donors developed models for the energy sector in Pakistan in silos. The CE process offers pathways to overcome this.

Stages of Country Engagement

The Country Engagement process incorporates five stages as shown in Figure 1. Participants were invited to provide impressions of each of the five stages by suggesting descriptors of the Country Engagement process. The responses are captured in Figure 2, indicated by the number for each stage. Common themes around governance, coordination, leadership, ownership and country-driven emerged.

The agenda next moved to examining the stages of the CE process in detail, with inputs invited from specific countries on their engagement at particular stages. Acknowledgement of unique country circumstances when undertaking NDC engagement process was considered crucial. The CE process is not a one-size-fits all and the diversity of process application was made clear in the range of national experiences shared.

Figure 1: CE process

a.) Sending request letter and receiving consolidated response

In this stage (#1) the Country requests support from the Partnership; and an Aide memoire is prepared by the Support Unit (SU), and disseminated to partners. Partnership responses are compiled in a formal letter to the country, which sets the Partnership's scope of work moving forward.

Figure 2:CE descriptors – by stage

In Mongolia, the key aspect has been the increased capacity of government to align stakeholders in NDC implementation. In October 2017, Government of Mongolia (GoM), with support from the Partnership, organized first national NDC implementation priorities conference; taking advantage of the presence of donors and partner organizations to prepare the request for support to NDC Partnership. Process management is key to bring donors and partners on the same page, whilst ensuring country ownership.

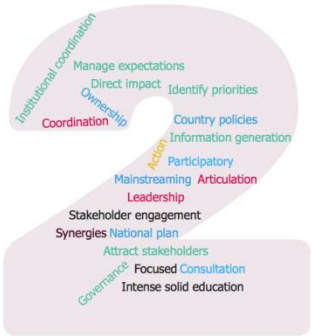
In **Uganda**, three clear stakeholder coordination structures came to the table to prepare the request for support letter: Ministry of Finance, Ministry of Water & Environment and the National Planning Authority. The process of preparing the request letter involved high level consultations and was therefore effectively very consultative engagement in several meetings that were facilitated by the Support Unit. Eleven priority areas of support were identified including coordination, capacity building, developing bankable projects, staff capacity development in NDAs, engaging and coordinating partners and private sector involvement.

Key findings

- ➔ Governments need to send a clear request to the Partnership so that work can advance quickly - the more specific the request, the more expedient and effective in leveraging support.
- ➔ Government must play a leadership role in following up with implementing and development partners; as it has in the case of Dominican Republic.
- ➔ An effective participatory process and leadership demonstrated by the Finance Ministries is fundamental in underpinning the formulation of the request letter; as in Rwanda where Ministry of Finance was engaged in the process of preparing the request letter.
- ➔ Country Engagement should build on ongoing processes, if applicable, such as national plans, roadmaps, GCF readiness, as in Uganda.

b.) Scoping Mission and Stakeholder Consultation

This stage (#2) represents the first opportunity in the CE process for all stakeholders to build relationships, set expectations and share objectives for NDC implementation. A preliminary step within the country request for support is the identifying and mapping of stakeholders. The scoping mission identifies initial areas of support the Member country seeks through the Partnership and leads to a Country Mission Report.



The Philippines, Jordan and Gabon were invited to share their experiences of the scoping mission. The **enabling factors** to facilitate an effective scoping mission were identified as: *the participatory approach; early SU engagement in preparation; inclusion and engagement of IPs/DPs; the role of scoping missions in reviving the discussion on NDC implementation and in connecting ongoing programmes with climate change;* and *the importance of mobilizing national stakeholders and non-state actors.*

The **hindering factors** were summarised as: *difficulties in mobilizing the "right" representatives from national stakeholders (including non-state actors); minor differences in the approach due to different national governance mechanisms and circumstances; and human or institutional capacity limitations*

RMI and STP were invited to lead the discussion around stakeholder consultation. The **enabling factors** to facilitate effective stakeholder consultation were identified as: *political will, ccoordination potential, leveraging existing mechanisms at country-level instead of creating new processes, creating monitoring and evaluation frameworks to foster progress* and *integrating donors so they are deliberately directed away from operating in silos.*

Conversely the **hindering factors** were analysed as: *weak governance; inability to mobilize resources around stated goals; challenge of translating priorities into bankable projects; unrealistic sectoral expectations for the consultation; low private sector engagement and weak human* and *institutional capacity to engage.* Some Members highlighted difficulty in communicating with other sectors in order to draft specific needs.

Different countries are following different approaches, for example STP 'started from the end' of the process due to its small size; beginning with focal point appointment, mapping initiatives and now mapping financial gaps which will populate the request for support letter. Uganda, on the other hand, followed the traditional 5 stage process, starting with the request for support letter.

The Philippines – "We do not learn alone"

"The plethora of opportunities if not well-managed could confuse implementers. So we have to strategize and prioritize in accordance with strength of implementing partners. We are finding niches for each of our partners…

We do not learn alone. We need to share experiences and get very strong on knowledge management and facilitating access to peer exchanges."

Key findings

➔ The importance of strong governance, government leadership and Climate Change champions to ensure a whole of government approach. Taking a holistic approach towards Climate Change is critical since it is a cross-cutting theme that must be addressed across different ministries.

c.) Responding to time sensitive requests for support

This aspect of the CE process allows Partnership response to be time-sensitive, transformative requests which are not necessarily under-pinned by coordinated, structured programmatic approaches.

Peru put forward two urgent requests to the Partnership for support to multi-stakeholder engagement in respect of regulation of climate change law and NDC implementation. Two months after sending the initial requests, over 15 successful workshops have been held with 1000+ comments gathered and currently being integrated.

Viet Nam requested support to review indicators for the Implementation of Paris Agreement (PIPA). With support from the Partnership, indicators are currently being refined together with GIZ, donor mapping is being conducted and a letter identifying prioritised needs for NDC implementation support has been submitted to the Support Unit for dissemination to the Partnership's network.

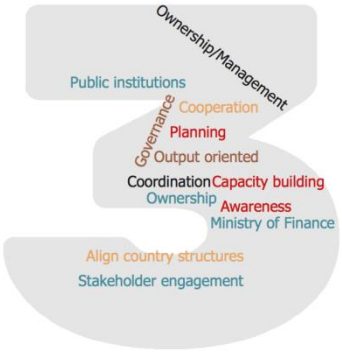
Key findings

➔ The Partnership has identified a rapid response mechanism to mobilize implementing and development partners for short-term, ad hoc requests in support of transformational change that requires immediate response. This was the case in Kenya where the government had requested for immediate deployment of technical assistance to complete the revision of National Climate Change Action Plan in six months time, that required consultation spread across from county to national levels, and prepared detailed adaptation and mitigation priorities

d.) Developing and implementing Partnership Plans

In this stage (#3), the NDC Partnership supports the government in developing a results-based Partnership Plan, through a multi-stakeholder, participatory process. The Partnership Plan is the primary mechanism that coordinates national support of the NDC Partnership Members.

Members focused on two primary uses of the Partnership Plan (PP): as a tool for alignment, planning and coordination; and as a tool for resource leverage (external and internal). Two additional functions of the PP were also highlighted: as a tool for transparency and accountability; and for forward looking planning.



In using the PP for ***Planning and coordination*** Members recognized the importance of:

- Consultation with stakeholders: public/private engagement, civil society, academia, indigenous people, etc.
- Active coordination role of focal points including identification of focal points from Finance and Climate Change to help mainstreaming of NDC into national policy implementation priorities.
- Aligning different government agencies and non-state actors around common goals pertaining to Climate Change.
- Assisting finance counterparts to travel to engage with international cooperation and development partners
- The strategic political dimension to the focal point role, beyond the communication function.
- NDC plans which might not substitute national action plans but align and overlap strongly with them.
- Management, planning and identification of concrete priorities in PP development.

The PP functions to encapsulate the **entire scope of national constraints and needs** and serves a crucial role to map out clear opportunities for resources mobilization that meet the NDC ambition. For example in ***Morocco***'s NDC there are 55 projects (24 unconditional and 31 conditional), to the value of $50 billion, with the target to reduce emissions by 42%. Morocco highlighted their own commitment to Climate Change led to national budget contributions that, in turn, leveraged/expected to leverage external funding sources. The scope of the PP is to support **mapping and prioritisation** of available support.

Mongolia explained that the government is working with five primary partners supporting the PP development and implementation, reflecting the **optimum partner balance and number** that is appropriate for Government absorption capacity. In the ***Marshall Islands*** the PP process raised awareness, and highlighted gaps and duplication with ongoing initiatives. There was consensus on the importance of government ownership and commitment to keep the PP on track. The ***Dominican Republic*** (DR) concurred that a **central coordination mechanism** is necessary as the PP is developed, to ensure vertical and horizontal coordination and alignment at all levels.

Viet Nam echoed the significance of the Partnership's role in vertical coordination of implementing partners – ensuring that there is coordination and smooth flow of communications between Country Offices, Regional Bureaus and HQ. Viet Nam followed a separate process based on its existing Plan for Implementation of Paris Agreement (PIPA) and coordination mechanism; but recognize that that stakeholders should work together towards common objectives whilst maintaining identity and added value.

Effective sub-national, national and international collaboration in turn promotes ***Transparency and accountability,*** another perceived benefit of the PP.

Members are enthused about the potential for south-south learning and cooperation, as piloted between Honduras and DR, with support from the Partnership. The use of different methods to exchange experiences between NDC Members on a rolling basis is welcomed for development of internal country processes.

Resource leverage

NDC Partnership is about ambition and transformation, creating an opportunity for faster and more effective planning processes; and facilitating Development partners to bring resources to the table to respond to climate action. A range of challenges were discussed:

- The role of development agencies and when is it most appropriate to involve DP, before or after developing the PP.
- How to ensure the PP catalyzes new money. In Rwanda the Minister of Finance needs to know how to engage sectors to understand and distinguish donor funds for general development vs. climate action. The Paris Agreement is talking about raising levels of financing and through the PP the opportunity is created to make a case.
- Once new finance is unlocked what is the capacity to implement at scale? The Partnership needs to help with this.
- Members inability to mobilize funding for NDCs is strongly highlighted by Uganda, emphasizing the importance of mapping local efforts to leverage on-going work and prioritize high-impact efforts.
- Governments must think about sustainability whilst seeking support and Members have identified national contributions to implement this plan. In Morocco 17% of the funding is projected to be domestic.
- Financing and support requests for the sub-national level is important – both as the implementers and where the most vulnerable population resides. The Partnership should influence the focus on the local level. Mainstreaming vertically is a priority, and capacity of sub-national governments for cooperation and finance absorption is often low.

Forward looking planning

The positive outcomes of PP plan: raising awareness, highlighting gaps and weakness in policy and projects is valuable for forward planning. The approved PP provides detailed information on how to measure and integrate sectors. Some Members have technical assistance in place to move forward in the implementation of priorities established, as in Uganda.

Members debated how to exploit the PP and the Partnership for the development of 2050 strategies. Many countries are already working on this, and anticipate that valuable inputs could be leveraged as the basis for that work.

Key bottle-necks

- Involvement of academia for data, feasibility studies, proposal development – academia has been under-represented to date
- The extent to which private sector can be brought on board. The NDC ambition calls for robust private sector engagement as both recipients of funding and as critical sources of funding for climate action, in particular through Foreign Direct Investment.
- Missed opportunity for more South-South collaboration to learn from others' experience
- The translation of policies and coordination into practice and results
- Ownership and Government choice of implementing partners to provide the appropriate level of support – and how Countries can communicate IP preferences to the Partnership
- Implementing partners preferences to support in certain technical areas and not in others, such as capacity development and workshops
- Raising finance to scale and making the demand side case to engage donors in enhancing climate action and finance.

Key findings

- ➔ The PP process is flexible to address national needs. The PP is an iterative process and a 'perfect plan' is not needed to get started. It serves as both an aspiration-setting tool, an alignment tool for state and non-state actors and an implementation tool.
- ➔ Members recognized the PP as a vehicle to coordinate action for NDC implementation, have oversight of ongoing projects, identify needs and gaps, propose solutions and timelines, prioritize, mobilize additional resources and raise awareness. Some Members identified the role PPs could play in monitoring and evaluation, and reporting on finance mobilized internationally and nationally.

e) Reflections on Facilitation Models

The In-Country Facilitator serves as the NDC Partnership's interface in country, providing supportive facilitation to ensure the smooth implementation of the Country Engagement Process. There are three models: 1) a government Ministry or Agency; 2) a government Ministry or Agency, with embedded facilitation support from the Partnership; or 3) one or more partner agencies chosen by the FPs. Further, some countries have chosen to approach facilitation via a hybrid model that combines two of the models.

Mongolia has selected three government organizations/focal points to implement the NDC – the Ministries of Environment and Finance and the National Development Agency. GoM is operating a model of embedded facilitation with a nominated individual supporting communication, capacity strengthening and acting as an interface between the government, Support Unit and international partners. The embedded facilitator helped bring a common understanding and awareness between different stakeholders and provided support to the government in developing a coordination mechanism for NDCs and climate change. The coordination mechanism, including the online platform will be more robustly tested once the Partnership Plan is launched.

Morocco has opted for a hybrid approach nominating 4C Maroc and GIZ as facilitators. 4C capitalises on local and regional positioning, leveraging localized experiences and collaboration. GIZ brings expertise on project implementation, capacity building, adaptation and mitigation, elaborating business plans, etc. GIZ is well-placed as already engaged in supporting Morocco with GHG reduction and NDC implementation, government consultations and developing a roadmap to implement NDC and align climate agendas. 4C Maroc needs more support to be operational and efficient. Reservations were expressed around facilitator moving forward unilaterally without consulting the government, yet there are concerns regarding the Government capacity to facilitate.

Key messages

- ➔ The flexibility of the facilitation model allows countries to opt for the model –or combination of models - that serves the national context best.
- ➔ Challenges with Government-led facilitation were identified as understaffed ministries, lack of capacity, and lack of dedicated financial resources to hire consultants and organize workshops
- ➔ Institutional Member commitment is not consistently strong and communication between HQ and the country is not always clear. Vietnam has found that having a facilitator in this scenario helps to coordinate, align and stimulate implementing partners.

3. Areas for follow up

The event revealed Member perspectives on country engagement that indicated NDC Partnership has a **flexible process that is comprehensive** enough to satisfy needs and push a whole of Government approach that is useful to align support and investments under NDCs. However some key areas for attention have been flagged:

- ➔ **Private sector engagement:** the amount of money required cannot be attained without private sector involvement.
- ➔ **Moving from plan into action:** requires investments, early on in flagship projects. When countries have identified something as transformational, the Partnership must accelerate support by bringing stakeholders together to drive early wins and concrete implementation actions. These preliminary results are important in confidence building, establishing trust and enabling environment.
- ➔ **Advocating with development partners at HQ so at country level we have clear alignment.** It is expected that development and implementing partner country offices align with HQ and understand the NDC partnership.
- ➔ **More clarity on role of facilitator:** though designed to be flexible and country-responsive, the facilitator is intended as a capacity strengthening function and if managed well can be extremely influential in fostering effective coordination. More clarity should be provided in offering different facilitation options and flexible terms of reference overseen by focal Ministries and most importantly, the Ministry of Finance.
- ➔ **Knowledge exchange**: The PP process offers an opportunity to ask questions about best methods and practice which can be deployed via Partnership Knowledge and Learning team; on process implementation, identifying best practices in mainstreaming, effective governance structures etc.
- ➔ **Supporting decision-making processes and putting together bankable projects:** bringing together decision-makers to support leadership direction and attain project financing by NDCP partners. It is imperative that sectors develop the technical capacity that is essential for conducting feasibility studies, project/program preparation and successful business cases including implementation arrangements and reliable monitoring and evaluation frameworks.
- ➔ **Facilitating government, implementation and Development Partner dialogues on supporting NDC ambition:** There is a continuing lack of clarity on the extent to which climate finance is regarded as additional and predictable. The PP opens up opportunities for a meaningful dialogue on building ambition inherent in NDCs, including "additionality" of climate finance and potentially unlocking domestic resources towards NDC implementation.

Annexes

Annex 1: List of participants
Annex 2: Workshop Agenda
Annex 3: Data of Participant Poll

Annex 1: Participant List

	COUNTRY OR INSTITUTION	NAME	IP/COUNTRY
1	Colombia	Juliana Arciniega	COUNTRY
2	Dominican Republic	Jeniffer Collado	COUNTRY
3	Dominican Republic	Victor Viñas	COUNTRY
4	Gabon	Stephen Stanislas	COUNTRY
5	Jordan	Belal Shqarin	COUNTRY
6	Marshall Islands	Angeline Heine	COUNTRY
7	Marshall Islands	Mahendra Kumar	COUNTRY
8	Mongolia	Ariuntuya Dorjsuren	COUNTRY
9	Morocco	Naima Oumoussa	COUNTRY
10	Morocco	Rachid Tahiri	COUNTRY
11	Pakistan	Sobiah Becker	COUNTRY
12	Peru	Alicia Alejandra Ruiz	COUNTRY
13	Philippines	Jerome Ilagan	COUNTRY
14	Rwanda	Immaculee Uwimana	COUNTRY
15	Rwanda	Alex Mulisa	COUNTRY
16	Sao Tome Principe	Geisel de Menezes	COUNTRY
17	Thailand	Dumnersnai Subpaisarn	COUNTRY
18	Thailand	Sivach Kaewcharoen	COUNTRY
19	Uganda	Maris Wanyera	COUNTRY
20	Viet Nam	Pham Van Tan	COUNTRY
21	WRI	Nambi Appadurai	IP/DP
22	Sweden	Louise Herrman	IP/DP
23	UN Environment	Mozaharul Alam	IP/DP
24	UNDP	Rohini Kohli	IP/DP
25	FAO	Beau Damen	IP/DP
26	FAO	Srijita Dasgupta	IP/DP
27	FAO	Hideki Kanamaru	IP/DP
28	GIZ	Kirsten Orschulok	IP/DP
29	GIZ	Navina Sanchez	IP/DP
30	GIZ China	Ran Wei	IP/DP
31	NDCP	Lee Cando	SU
32	NDCP	Tshering Sherpa	SU
33	NDCP	Pablo Vieira	SU
34	NDCP	Jahan Chowdhury	SU
35	NDCP	Omar Zemrag	SU
36	NDCP	Brenda Huerta	SU
37	NDCP	Julianne Baker	SU
38	Facilitator	Ella Haruna	CIDT

Annex 2: Workshop Agenda

NDC PARTNERSHIP

MEMBER PERSPECTIVES ON THE NDC PARTNERSHIP'S COUNTRY ENGAGEMENT PROCESS

EVENT OVERVIEW

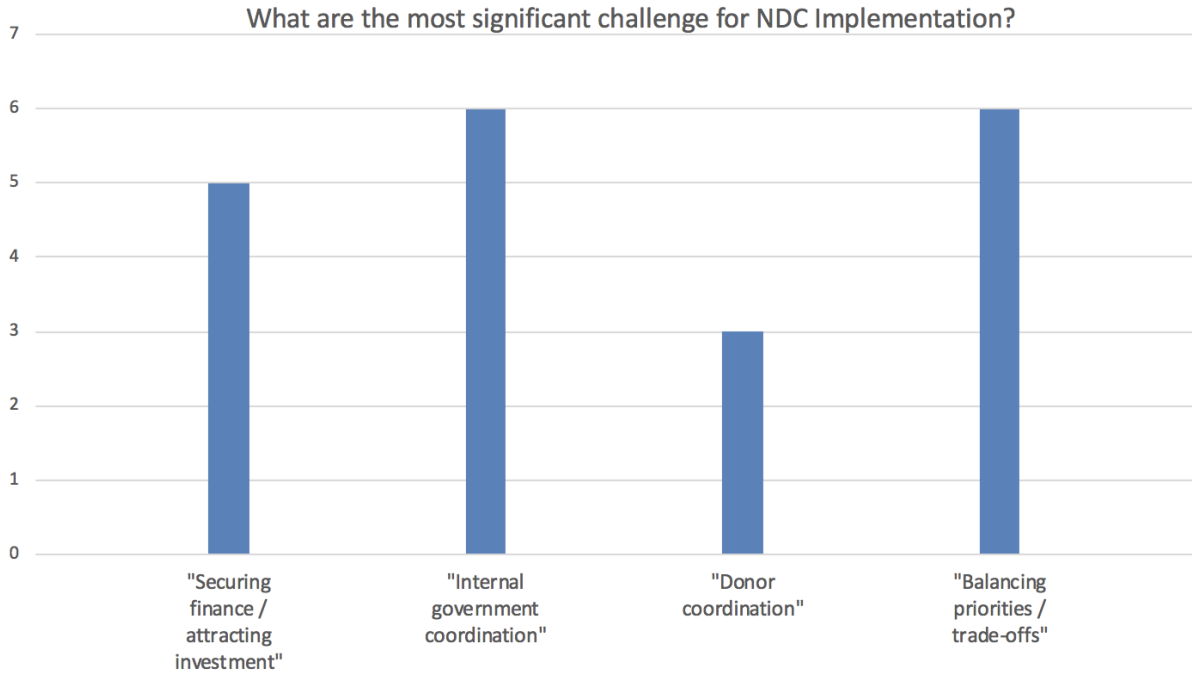
30 AUGUST 2018, BANGKOK

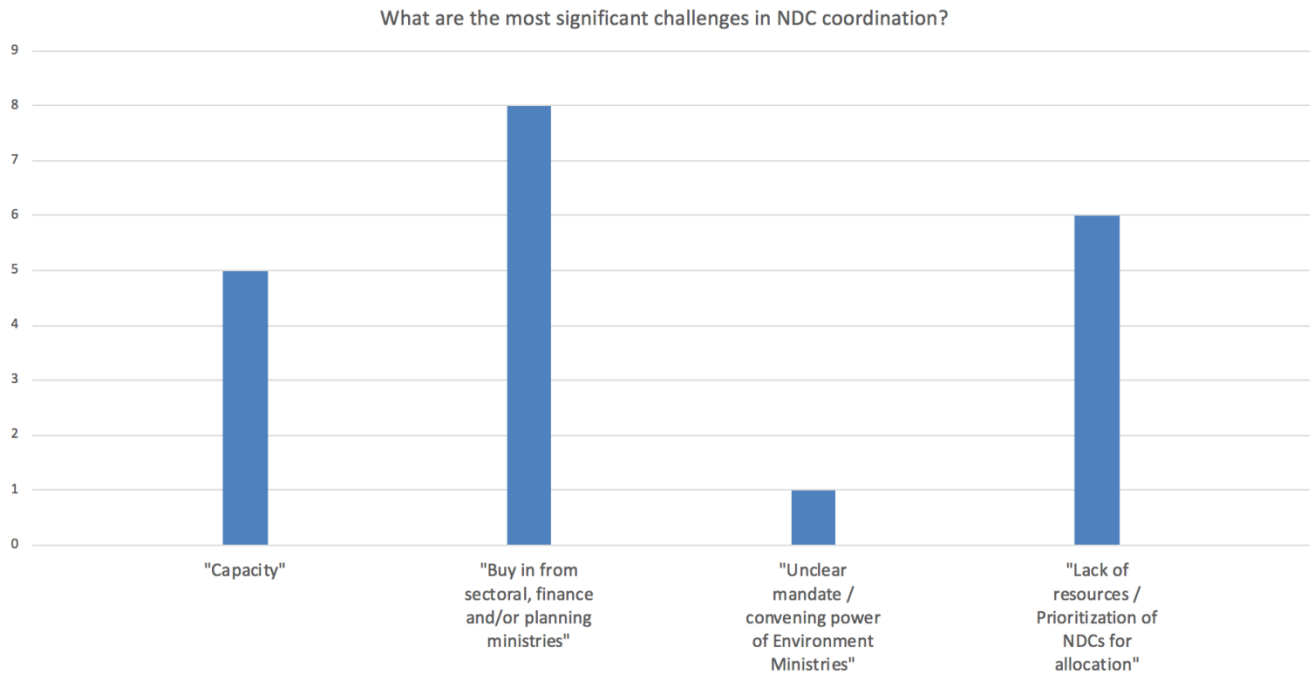
Time	Topic	Facilitation Model	Guiding Questions / Member inputs required	Reference Materials	Duration
14:00-14:10	**NDC Partnership State of Play**	*Quick presentation/animation by the Pablo Vieira, Global Director, Support Unit of NDC Partnership*	**Where we are and where do we want to be?**	Animation/Power Point deck	10 min
14:10 – 14:20		*Check your understanding on NDC Partnership* *Prize for top scorers!*	**Quick-fire quiz to get us going - questions & answers to be revealed during the session!**	Online quiz format using mobile phones	10 mins
14:20-14:35	**Overview of the event:** • Highlights of progress and challenges to date • Aims of the discussions	Participant poll on progress and challenges	**Aim/Objectives for the session** Each delegate to suggest 3 words to describe the Country Engagement (CE) process **Participant poll (Survey questions with multiple choice; options to be provided during the session):** 1. Most significant challenges for NDC implementation? 2. Most significant challenges in coordination? 3. Key bottlenecks in attracting finance? 4. Top opportunities of engaging with the NDC Partnership? 5. Key constraints in engaging with NDC Partnership?	Online poll format using mobile phones	15min
14:35-15:30	**Key enabling/success factors and blockages/bottlenecks for Country Engagement by NDC Partnership**	Country Engagement 'stories'	In less than 3 minutes, explain your experience (elevator speech) of engaging with NDC Partnership Countries to be invited: **Dominican Republic, Rwanda, Pakistan**	• *Samples of 2 request letters and consolidated response* • *Sample of 2 mission*	*55 min*

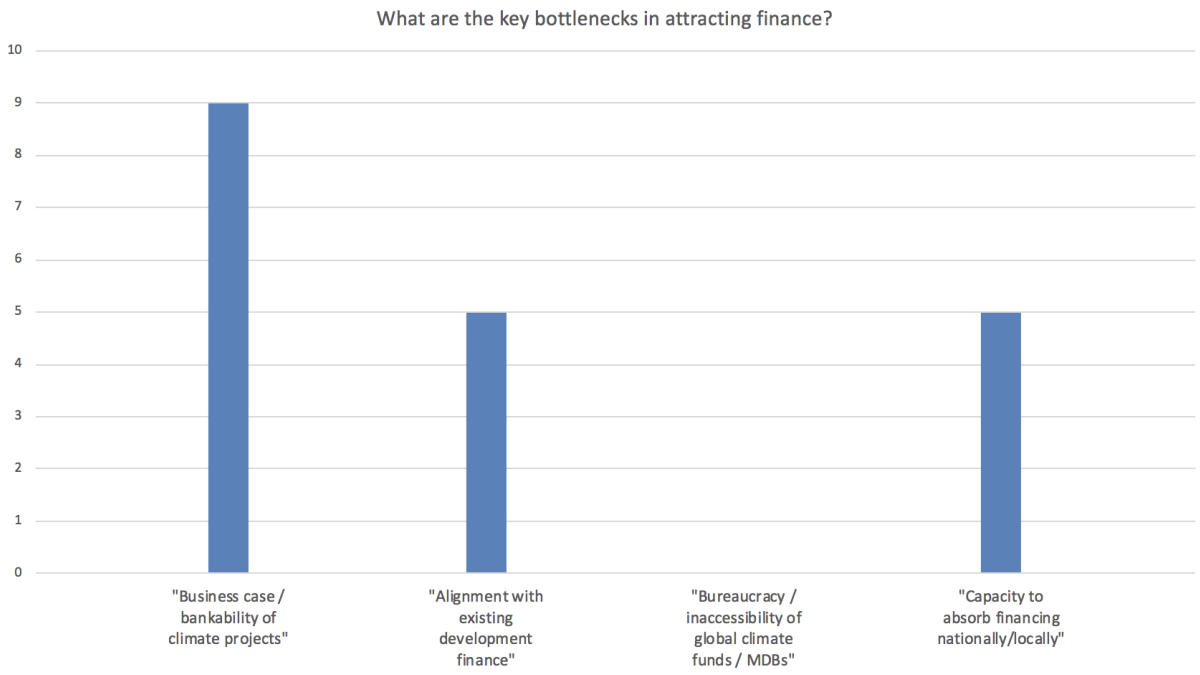
		WEF style discussion with 2 groups with a moderator Use force fields analysis strategic planning tool to visually map the helping and hindering factors	• **Sending request letter and receiving consolidated response: Mongolia, Uganda** • **Scoping Mission: Philippines, Jordan, Pakistan, Gabon** • **Stakeholder Consultation During the Country Engagement Process: RMI, STP** • **Responding to time sensitive requests for support: Peru, Vietnam** Participants use coloured cards to develop force-fields analysis tool on flipchart. Facilitated discussion	*reports*	
15:30-15:45	Coffee – *Visual of CE process on wall. On arrival each participant is given cards & invited to post these with a few words to indicate where in the CE process they identify 1) a roadblock 2) a new opportunity 3) a country need being met 4) a missed opportunity to meet needs 5) an area which needs improvement*				
15:45-17:00	**Lessons and solutions of developing and implementing Partnership Plans as a tool for** a. Planning and coordination b. Resource Leverage (both government and externals) c. Transparency and accountability d. Forward looking planning	Lessons learnt/to be learnt. Each country/FP to bring experience to share Order 1. Presentation from two countries 2. Reaction/Discussion in groups 3. Plenary feedback Option (if time allows): World Café style: divide into 4 groups to look at each theme –delegates would then rotate around these and add in their views at each stage • Planning and coordination • Resource Leverage (both government and externals) • Transparency and accountability • Forward looking planning	Inputs from: 1. **Mongolia** 2. **Mali** 3. **RMI** 4. **STP** PP Development: 1. **Planning and coordination:** To what extent has the PP development process aligned with existing processes/efforts? Is the process building on/strengthening existing coordination mechanisms or building parallel process? 2. **Resource Leverage:** To what extent has the PP manage to align resources (both existing and future) of Partners directly with NDC priorities of the countries? What can be done to further improve this through the PP? 3. **Transparency and Accountability:** How is PP improving the	Examples of two PPs	1 hour 15 min

			accountability of the work of both the government and partners? 4. **Forward looking planning:** Can PP be used to revise the NDC going forward? Do you see the PP as a mechanism to increase ambition in the next round of NDCs? **General:** What challenges have been faced in moving forward with PP development internally and externally? What else is needed to strengthen the services of the Partnership?		
17:00-17:20	**Reflections on Facilitation Models**	Informal input from nominated countries which exemplify different models – informal approach to get "the real story". Delegate led session	Experience from the ground 1. **Mongolia** 2. **Morocco** • What are the pros and cons of facilitation led by government; through an embedded advisor; or by a third-party institution/agency? • What are challenges to full government-led facilitation in the short-term? What are obstacles that might delay intended timeline to achieve full government-led facilitation?	ToR of the facilitator 3 Facilitation models displayed on posters	20 min
17:20-18:00	Wrap up and Next Steps				40 min
18:00-18:45	Cocktail reception/informal peer exchange				
18:45-21:00	**Dinner**				

Annex 3: Data from Participant Poll






What are the key bottlenecks in attracting finance?
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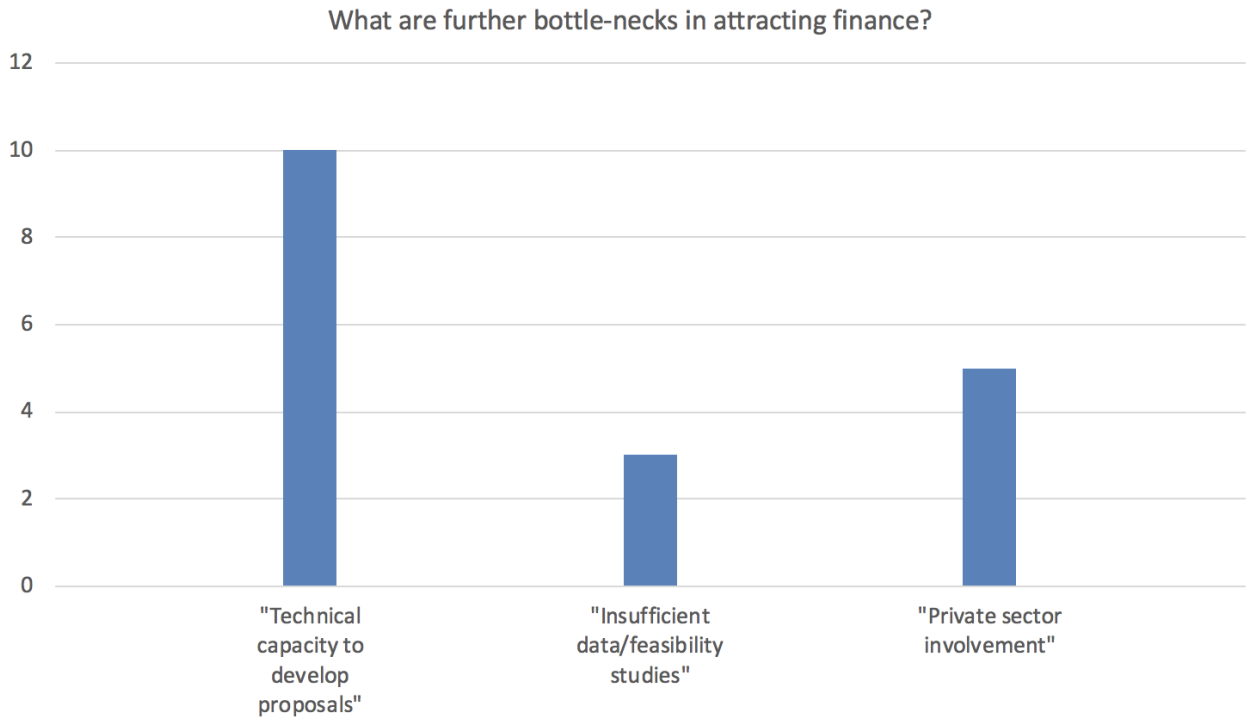
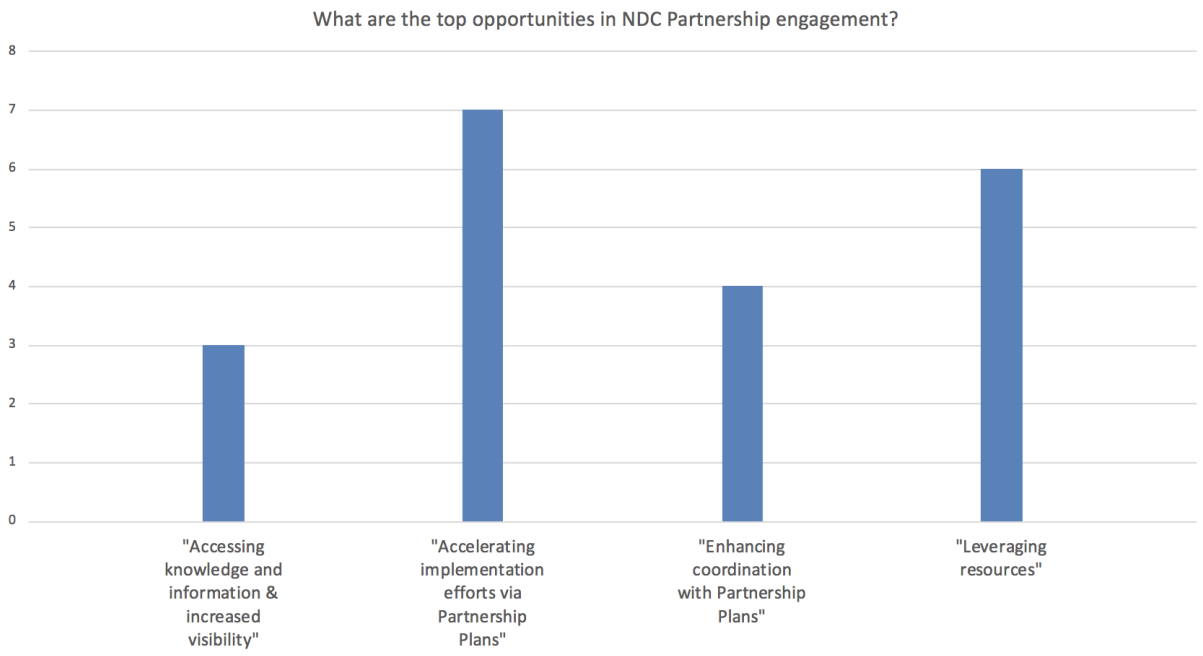
"Business case / bankability of climate projects"
"Alignment with existing development finance"
"Bureaucracy / inaccessibility of global climate funds / MDBs"
"Capacity to absorb financing nationally/locally"


What are further bottle-necks in attracting finance?
12
10
8
6
4
2
0
"Technical capacity to develop proposals"
"Insufficient data/feasibility studies"
"Private sector involvement"


What are the top opportunities in NDC Partnership engagement?
8
7
6
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4
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"Accessing knowledge and information & increased visibility"
"Accelerating implementation efforts via Partnership Plans"
"Enhancing coordination with Partnership Plans"
"Leveraging resources"